



HRD Practices in Co-operative Sugar Mills in North Coastal Andhra Pradesh



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Abstract

Human resources are considered as the most valuable strategic assets to the organization. The success of any organization depends on the efficient use of human resources in the organization. This paper aims to analyze the various Human resource development (HRD) practices in the co-operative sugar industry in north coastal Andhra Pradesh. The study measured an evaluation of HRD practices in the sugar industry. A sample of 100 employees from five co-operative sugar mills responded to a questionnaire which measured the evaluation of HRD practices and improves the values. HRD practices like training and development, performance appraisal system, quality of work life and development were positively related to organizational values of humane treatment. However, performance appraisal system, career planning, and contextual analysis variables were negatively associated with values such as trust and creativity. The analysis was limited to existing HRD practices. Further studies are needed on a larger sample to examine why some HRD practices and contextual analysis contributed negatively to organizational values. The result of the study can be useful in designing effective employee development programs that promote cherished organizational values. Little empirical knowledge exists on HRD practices and organizational values linkages in the context of the co-operative sugar industry in Andrapradesh. The paper makes a modest attempt to fill the gap.

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1. Introduction

Chatterjee, N. (2009), Human Resource like knowledge, skills, creative abilities, and talents play an important role in deciding the efficiency and effectiveness of organizations workforce. Human resource development (HRD) is the framework for helping employees to develop their personal and organizational skills knowledge and abilities. HRD

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covers all practices that contribute to enhance the contribution of people to the organizational objectives: competence development, satisfaction to the human requirements of organization development, training, internal career paths etc. Rao, C. V. N., Rao, N. V., Bhavani, B., & Naidu, N. V. (2009), the term 'development social' is often used synonymously with Human Resource Development. HRD refers to learning at the individual, group and organizational levels to enhance the effectiveness of human resources with the purpose of achieving the objectives of the organization.

Review of Literature

- a) P. Subbarao (2003) HRD from organizational point of view is a process in which the employees of an organization are helped or motivated to acquire and develop technical, managerial and behavioral knowledge, skills and abilities and mould the values, beliefs and attitudes necessary to perform present and future roles by realizing the highest human potential with a view to contribute positively to the organizational, group, individual and social goals.
- b) Teseema & Soeters (2006) in their study stated that there is a significant association among the eight HRD practices and their relationship with perceived employee performance. The study variables include recruitment and selection, placement, training, compensation, employee performance evaluation, promotion, grievance procedure and pension/social security.
- c) Swain and George²¹ (2007). The key role of HRD practices in hotel sector was studied by Swain and George²¹ (2007). The hypothesis testing resulted in a positive relationship between professional training and organizational effectiveness. Professional training did not help the employees to find personal growth in the form of promotion. Moreover, employees do not perceive the relationship between the level of professional training and the perception of the benefit they seek from it.
- d) Ebimobowe^{et al.} (2012). HRD practices on performance of public sectors account personals in Nigeria were examined. He found that factors like training, performance appraisal, career planning, reward, and welfare were positively related to productivity in the organizations.

1.2 Objectives of the Study

- a) To study the Existing HRD practices in the study area.
- b) To examine the level of HRD practices.
- c) To study the satisfaction level of employees about the HRD in the study area.

2. Research Methods

The present study was conducted in co-operative sugar mills to find out the extent of HRD practices prevailing in the northern coastal districts of Andhra Pradesh i.e., (Visakhapatnam, Vizianagaram, and Srikakulam). The methodology of the study is based on primary data, as well as secondary data. The study depends mainly on the primary data collected through a well framed and structured questionnaire to elicit the well-considered opinions of the respondents by survey method. The information was collected from 100 respondents working Employees and workers in 5 co-operative sugar mills in north coastal districts of Andhra Pradesh.

- a) The Anakapalli V VRamana Co-operative sugars Ltd, Anakapalli, Visakhapatnam.
- b) The Chodavam Co-operative sugars Ltd, Chodavaram, Visakhapatnam.
- c) Thandava Co-operative sugars Ltd, Payakaraopeta, Visakhapatnam
- d) The Etikoppaka Co-operative sugars Ltd, Etikoppaka, Visakhapatnam
- e) Sri Vijaya Rama Gajapathi Co Op Sugars Ltd, Beemasingi, Vizianagaram.

The information was collected during Nov-Dec 2015. No uniform procedure of sampling could be followed. The questionnaires were given to the employees randomly, taking into consideration their availability and interest to respond to the questionnaire.

3. Results and Analysis

Table 1
Distribution of Respondents by their Sex

S.No	Sex	Respondents	Percentage
1	Male	92	92.00
2	Female	8	8.00
3	Transgender	0	0
	Total	100	100

Sources: Primary Data

Inference:

From the above table shows that 92 % of respondents are male. 8% of respondents are female, there is no Transgender respondent.

Table 2
Distribution of Respondents by Their Age

S.No	Age	Respondents	Percentage
1	21 - 30	12	12.00
2	31 - 40	36	36.00
3	41 - 50	28	28.00
4	51 & Above	24	24.00
	Total	100	100

Sources: Primary Data

Inference:

On pursuing the above table represents that 36% of the respondents in the age group of 31 to 40, 28% of the respondents are in the age group of 41 to 50, 24% of the respondents are in the age group of 51 above and remaining 12% of the respondents are in the age group of 21 to 30. Hence the majority of respondents are in the age group of 31 to 40.

Table 3
Distribution of Respondents by Their Educational Qualification

S.No	Educational Qualification	Respondents	Percentage
1	No formal education	20	20.00
2	10 th Class	24	24.00
3	ITI	22	22.00
4	Diploma	16	16.00
5	Graduates	12	12.00
6	Post Graduates	6	6.00
	Total	100	100

Sources: Primary Data

Inference:

From the above table reveals that 24% of the respondents are qualified 10th class, 22% of the respondents are qualified ITI, 20% of the respondents are having No formal Education, 16% of the respondents are qualified to Diploma Holders and remaining 12% of the respondents are qualified to degree level, 6% of the respondents are qualified to Post Graduates Hence, the majority of the respondents is qualified 10th class.

Table 4
Employees Perception of Training Methods and Procedures

S.No	Educational Qualification	Respondents	Percentage
1	Highly Satisfied	18	18.00
2	Satisfied	36	36.00
3	Dissatisfied	16	16.00
4	Highly Dissatisfied	24	24.00
5	Neutral	6	6.00
	Total	100	100

Source: Primary data

Inference:

From the above Table a majority of the respondents 54 percent are satisfied with the training methods adopted in the organizations. However, an insignificant number of respondents are either dissatisfied or silent over the question. It is obvious that the training methods introduced at Sugar mills have been supported by many respondents. This shows that the training has been imported to all the categories of the employees with a view to improve the skills of the employees and to increase the production to a considerable extent.

Table 5
Employees Pay package satisfaction level

S.No	Educational Qualification	Respondents	Percentage
1	Highly Satisfied	8	8.00
2	Satisfied	21	21.00
3	Dissatisfied	37	37.00
4	Highly Dissatisfied	34	34.00
5	Neutral	0	0
	Total	100	100

Sources: Primary Data

Inference:

A majority of the respondents 71 percent of the respondents were not satisfied with their pay packages for the organization. An insignificant number of people were either satisfied and the remaining 29 percent of respondents are satisfied over it. It is obvious that the Study area was not providing handsome salaries to its employees. The union and employee relationship played an important role in the fixation of the pay package at sugar mills in the study area.

Table 6
Employees Promotion Policy in the sugar mills

S.No	Educational Qualification	Respondents	Percentage
1	Highly Satisfied	6	6.00
2	Satisfied	18	18.00
3	Dissatisfied	26	26.00
4	Highly Dissatisfied	40	40.00
5	Neutral	10	10.00
	Total	100	100

Sources: Primary Data

Inference:

On pursuing the above table that majority 66 percent respondents are dissatisfied and 6 percent of respondents are highly satisfied, 18 percent of respondents are satisfied then 26 percent respondents fall under dissatisfied and 10 percent of the respondents are silent over the promotion policy of the sugar mills.

Findings

- a) Majority of the respondents are male (92%). Hence, there are only (8%) female employees
- b) More than 42% of the respondents are in the age group of 31 to 40.
- c) Of the total employees, 24% of the respondents have done 10th class as their qualifications.
- d) Of the total respondents, 54 percent are satisfied with the training methods adopted in the organizations.
- e) 71 percent of the respondents were not satisfied with their pay packages for the organization.
- f) Majority 66 percent of respondents are dissatisfied with their promotion policies.

4. Conclusion

Human Resource Development Practices in the co-operative sector is more sensitive, personalized, and context-dependent and cannot be managed through a set of predefined techniques. HR management is no longest a support function but a strategic tool for competitive advantage. In fact, it is difficult to practice manufacturing strategic management without first achieving employee satisfaction, thus, employees satisfaction is a prerequisite to developing the organizational development. The effective organization depends on having the right system of HRD practices in place to recruitment, selection, development, appraise, compensate and place, promote or send away employees. Upon the careful analysis of the needs of the organization, Successful HRD system requires practice a sound management philosophy that respects human dignity and diversity and is committed to the growth of employees, believe in the value of employee's contribution and involute then in decision- making.

Suggestions

After analysis of the study, the following suggestions are made to improve the quality of HRD practices in cooperative sugar mills in north coastal Andra Pradesh.

- a) There is a need to establish a well-organized HR department with highly efficient and talented staff who are capable of handling all the staff activities.
- b) There is a need to change the working strategy, plans and policies. This will help the organization to improve its functioning and performance in the long run.
- c) There is a need to get feedback from the employees and then develop the plan which will satisfy them.
- d) The promotion policy should be on par with the employee productivity, which will encourage the workers as well as HumanResources at the organization.
- e) The workers should be given the opportunity to listen and give suggestions regarding HRD practices.
- f) It is suggested for creating a favorable HRD climate in the organization and to sustain the competitive advantage through committed and dynamic people.

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Statement of authorship

The author(s) have a responsibility for the conception and design of the study. The author(s) have approved the final article.

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